

THE GEORGE WASHINGTON UNIVERSITY
Washington, D.C.
20052

MINUTES OF A REGULAR MEETING
OF THE FACULTY SENATE HELD ON
OCTOBER 14, 1983, IN LISNER
HALL, ROOM 603

1 The meeting was called to order by Dr. Bright at 2:10 p.m.

Present: Provost Bright, Registrar Grimm, Parliamentarian Schechter, Altshuler, Castleberry, Eldridge, Greene, Griffith, Gross, Helgert, Hill, Kelly, Kenney, Levy, Liebowitz, Loeser, Mazzeo, Morgan, Park, Pierpont, Rashid, Robinson, Schiff, Schiller, H. Solomon, L. Solomon, Tolchin, Yezer, and Ziolkowski

Absent: President Elliott, Barron, Birnbaum, Claeysens, Fox, Frey, Kramer, Linton, and Smith

Dr. Bright then introduced Professor Anthony M. Yezer, newly-elected member of the Senate from Columbian College, as a replacement for Professor Peter P. Hill for the 1983-84 Session.

2 The minutes of the regular meeting of September 16, 1983, were approved as distributed.

3 (a) On behalf of the Executive Committee, Professor Morgan moved adoption of Resolution 83/2, "A Resolution to Discontinue the Senate Standing Committee on Admissions and Advanced Standing and to Rename the Committee on Educational Policy," and the motion was seconded. This resolution, Professor Morgan explained, was in response to Professor Levy's request to the Executive Committee to consider the continued relevance of the Admissions and Advanced Standing Committee. The question was called, and Resolution 83/2 was adopted unanimously. (Resolution 83/2 attached.)

4 No resolutions were introduced under Introduction of Resolutions.

5 Associate Provost William D. Johnson presented a report on enrollment figures and the University budget. Enrollment this fall was approximately what was predicted last fall, he said, although there was a decline of some 218 full-time undergraduate students, who tend to be the University's "bread and butter" students. Therefore, the budget adjustments which were made over the summer were going to have to remain unchanged. As far as his enrollment projection for next fall was concerned, Mr. Johnson said that he was estimating essentially the same enrollment in the same mix as this fall, except for a projected decline of about 2-1/2% in full-time undergraduate students in Columbian College. He pointed out that an effort was being made to return to that part of the "old 4-year budget plan" which projected tuition rates four years in advance. The University presently has a total of 15,234 students and this number was used as a basis for budgeting and enrollment projections. Over the next four years, Mr. Johnson said he was using a 15,145 number, reflecting 100 fewer students. He then turned his attention to the 1984-85 budget by reading a summary statement. Included in this summary was a proposal for a 10% increase in tuition for 1984-85 and a recommendation that,

assuming a stable enrollment and relatively stable economic conditions, tuition not be increased by more than 10% in the following three years. Mr. Johnson said this would give students greater assurance in planning the financing of their total educational programs; it would also serve to maintain the University's general position and improve quality where possible, to maintain tuition rates which are lower than comparable private universities, and to provide salaries which are competitive with those in the markets from which faculty and staff are recruited. With regard to the proposed 5% funding for salaries, Mr. Johnson explained that the 5% increment for faculty salaries would be allocated by rank, as follows: 4% for full professors, 5-1/2% for associate professors, and 7-1/2% for assistant professors and instructors. The recommended maximum increase for professors is 6%, for associate professors-8%, and for assistant professors and instructors-10%. An increase greater than the maximum for an individual faculty member would require documentation of exceptional service in the form of a memorandum to the Provost from the departmental chairman with concurrence of the dean. Mr. Johnson was pleased to note that, for the third year in a row, funding for Graduate Student Stipends has been increased by 15%, and that General Student Aid funding has been increased by 10%. In concluding his report, Mr. Johnson reminded the Senate that the budget was basically in the planning stage, but he would be happy to answer any questions.

A discussion followed by Professors Levy, Griffith, Schiller, and Mr. Johnson. Professor Morgan asked if consultation with the deans and/or the Senate Committee on Appointment, Salary and Promotion Policies resulted in the recommendation for allocating percentage increments by rank of the 5% funding for faculty salaries. Mr. Johnson responded that he had talked with the deans, but not with the Appointment, Salary and Promotion Policies Committee, and the deans seemed to prefer percentages to dollar amounts. (Enrollment and Budget Data, excluding the Medical Center, Comments, and Comparative Tuition Rates submitted by Associate Provost William D. Johnson are attached and made a part of these minutes.)

- 6 (a) Professor Morgan asked the privilege of the floor for Professor Reich, Chairman of the Special Committee on Non-Tenure-Accruing Faculty Members, for introductory remarks with regard to the Special Committee's Report that was before the Senate for its initial consideration. Professor Reich explained that the Report was based on information received from questionnaires sent to department chairmen and all non-tenure-accruing faculty to determine what their concerns were so that the Special Committee could propose some rational way to respond to these concerns. The proposal recommended in the Report reflects the Committee's efforts to remedy the situation of non-tenure-accruing faculty. Professor Reich noted that it should be regarded as a "proposal of principles" and was not designed to be final language for inclusion in the Faculty Code. He then offered to answer any questions.

Discussion followed by Professors Schiff, Reich, Morgan, Yezer, Griffith, Gross, Levy, Park, Schiller, Eldridge, Rashid, Ziolkowski, and Deans Kelly, Liebowitz and Solomon. Professor Helgert read a memorandum into the record on behalf of the Department of Electrical Engineering and Computer Science, SEAS, in response to the Report. At the conclusion of the discussion Professor Griffith urged the members to submit their specific recommendations, in writing, to him for his committee's assistance in reviewing this proposal. Professor Morgan then thanked Professor Reich for participating in the discussion; he said that it was obvious there were many areas that needed clarification and careful consideration. (Memorandum from the Department of Electrical Engineering and Computer Science, SEAS, is attached.)

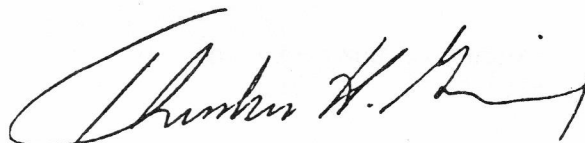
Dr. Bright then asked for a suspension of the rules in order to take up an item not on the agenda, the nomination of additional members to Senate Committees. No objections were made. Professor Morgan, on behalf of the Executive Committee, then moved nominations for election to the following Senate Committees: Athletics Committee: J. Dallas Shirley, alumnus; Educational and Admissions Policy Committee: Anthony Cardinale, alumnus; and Student Financial Aid Committee: J. Frank Wright, Professor of Drawing and Graphics. The nominees were elected unanimously. Professor Rashid, Chairman, Public Ceremonies Committee, then moved the nomination of John E. Perkins, Assistant Vice President for Campus Life, and Phillip D. Grub, Professor of Multinational Management, to the Public Ceremonies Committee. Mr. Perkins and Professor Grub were elected unanimously.

- 6 (b) Professor Morgan reported that the Executive Committee had met recently with President Elliott on the Vice President for Academic Affairs appointment. He also conveyed the apologies of Professor Frey and Professor Claeysens for their absence at the Senate meeting today due to prior commitments.

(c) No interim reports of Senate Standing Committees were presented.

- 7 Under Brief Statements, Dr. Bright remarked that he wondered how the President managed to figure out when Senate meetings would be particularly long, and given the lengthy discussion today on the Special Committee's Report on Non-Tenure-Accruing Faculty Members, he didn't think a final revision would be adopted before June 30, 1984.

- 8 Upon motion made and seconded, Dr. Bright adjourned the meeting at 4:20 p.m.



Theodore H. Grimm, Jr.
Secretary

A RESOLUTION TO DISCONTINUE THE SENATE STANDING COMMITTEE ON ADMISSIONS AND
ADVANCED STANDING AND TO RENAME THE COMMITTEE ON EDUCATIONAL POLICY (83/2)

WHEREAS, admissions policy and educational policy are closely related; and

WHEREAS, the Standing Committee on Admissions and Advanced Standing has
been largely inactive during recent years; therefore

BE IT RESOLVED BY THE FACULTY SENATE OF THE GEORGE WASHINGTON UNIVERSITY

- (1) That the Faculty Senate Standing Committee on Admissions and
Advanced Standing be discontinued; and
- (2) That the Faculty Organization Plan, Section 10. Standing Committees,
of the Bylaws of the Faculty Senate be amended to delete the
name of this Committee from those listed in this Section and
to rename the Committee on Educational Policy the Committee on
Educational and Admissions Policy.

Executive Committee of the Faculty Senate
September 30, 1983

Adopted October 14, 1983

Enrollment
Fall 1983
Summary of Differences from Projections (9-28-82)
(Excluding the Medical Center)

	<u>Actual 1983</u> <u>Compared with projections</u>		
	<u>Over</u>	<u>Under</u>	<u>Net Over or</u> <u>(Under)</u>
Undergraduates			
Full-time			
Columbian College		151	
Education & Human Development	9		
Engineering & Applied Science		56	
Government & Business Administration	7		
Public & International Affairs		27	
Sub-totals	<u>16</u>	<u>234</u>	<u>(218)</u>
Part-time			
Columbian College		11	
Education & Human Development	16		
Engineering & Applied Science	15		
Government & Business Administration	24		
Public & International Affairs		10	
Sub-totals	<u>55</u>	<u>21</u>	<u>34</u>
Graduates			
Arts & Sciences		49	
Education & Human Development	89		
Engineering & Applied Science		35	
Government & Business Administration	27		
Public & International Affairs		2	
Sub-totals	<u>116</u>	<u>86</u>	<u>30</u>
Law	52		52
Division of University Students	<u>108</u>		<u>108</u>
TOTALS	<u>347</u>	<u>341</u>	<u>6</u>

Enrollment Data
Fall Semesters
1981 - 1987

			<u>Actual</u>		<u>Projections</u>					
			<u>1981</u>	<u>1982</u>	<u>1983</u>	<u>1983</u>	<u>1984</u>	<u>1985</u>	<u>1986</u>	<u>1987</u>
Columbian College										
Undergraduate Full-time			3,113	2,908	2,661	2,812	2,600			
Part-time			543	485	435	446	435			
Total			<u>3,656</u>	<u>3,393</u>	<u>3,096</u>	<u>3,258</u>	<u>3,035</u>	<u>3,035</u>	<u>3,035</u>	<u>3,035</u>
Graduate Arts & Sciences										
Masters			735	639	596	575	600			
Ph.D's			434	455	385	455	375			
Total			<u>1,169</u>	<u>1,094</u>	<u>981</u>	<u>1,030</u>	<u>975</u>	<u>975</u>	<u>975</u>	<u>975</u>
Education & Human Development										
Undergraduate Full-time			148	135	131	122	130			
Part-time			47	40	49	33	45			
Graduate			867	783	801	712	800			
Total			<u>1,062</u>	<u>958</u>	<u>981</u>	<u>867</u>	<u>975</u>	<u>975</u>	<u>975</u>	<u>975</u>
Engineering & Applied Science										
Undergraduate Full-time			765	781	729	785	730			
Part-time			212	206	209	194	200			
Graduate			1,490	1,518	1,515	1,550	1,500			
Total			<u>2,467</u>	<u>2,505</u>	<u>2,453</u>	<u>2,529</u>	<u>2,430</u>	<u>2,430</u>	<u>2,430</u>	<u>2,430</u>
Government & Business Administration										
Undergraduate Full-time			858	923	996	989	1,000			
Part-time			212	184	180	156	180			
Graduate			2,439	2,351	2,281	2,254	2,300			
Total			<u>3,509</u>	<u>3,458</u>	<u>3,457</u>	<u>3,399</u>	<u>3,480</u>	<u>3,480</u>	<u>3,480</u>	<u>3,480</u>

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		<u>Actual</u>			<u>Projections</u>				
		<u>1981</u>	<u>1982</u>	<u>1983</u>	<u>1983</u>	<u>1984</u>	<u>1985</u>	<u>1986</u>	<u>1987</u>
Public & International Affairs									
Undergraduate	Full-time	231	229	206	233	200			
	Part-time	51	46	30	40	30			
Graduate		281	322	352	354	350			
	Total	<u>563</u>	<u>597</u>	<u>588</u>	<u>627</u>	<u>580</u>	<u>580</u>	<u>580</u>	<u>580</u>
SUBTOTALS									
Undergraduate	Full-time	5,115	4,976	4,723	4,941	4,660			
	Part-time	1,065	961	903	869	890			
Graduate		6,246	6,068	5,930	5,900	5,925			
	Total	<u>12,426</u>	<u>12,005</u>	<u>11,556</u>	<u>11,710</u>	<u>11,475</u>	<u>11,475</u>	<u>11,475</u>	<u>11,475</u>
Division of University Students		<u>2,485</u>	<u>2,072</u>	<u>1,983</u>	<u>1,875</u>	<u>1,980</u>	<u>1,980</u>	<u>1,980</u>	<u>1,980</u>
National Law Center									
Juris Doctor	Full-time	1,055	1,015	1,002	998	1,000			
	Part-time	359	388	427	385	430			
Graduate		269	262	266	260	260			
	Total	<u>1,683</u>	<u>1,665</u>	<u>1,695</u>	<u>1,643</u>	<u>1,690</u>	<u>1,690</u>	<u>1,690</u>	<u>1,690</u>
Total - General University		<u>16,594</u>	<u>15,742</u>	<u>15,234</u>	<u>15,228</u>	<u>15,145</u>	<u>15,145</u>	<u>15,145</u>	<u>15,145</u>
Medicine & Health Sciences									
Allied Health		190	183	147	185	150			
MD		615	613	620	615	600			
	Total	<u>805</u>	<u>796</u>	<u>767</u>	<u>800</u>	<u>750</u>	<u>750</u>	<u>750</u>	<u>750</u>
GRAND TOTAL		<u>17,399</u>	<u>16,538</u>	<u>16,001</u>	<u>16,028</u>	<u>15,895</u>	<u>15,895</u>	<u>15,895</u>	<u>15,895</u>

October 6, 1983

The George Washington University Budget for 1984-85
(Excluding the Medical Center)

Comments

Our budget proposals for 1984-85 provide for those necessary increases in spending levels which, in our opinion, will enable the University to maintain its momentum. They include: an increase of \$360,000 to provide for the operation and maintenance costs of the new Law Center facilities, an additional \$500,000 for student aid in the form of grants for currently-enrolled students, \$1,433,000 for capital projects and an increase in the Reserve for Operations of \$884,000 over the current estimate.

In addition, certain incremental increases over current expense levels are included in the new budget. They are as follows:

Salaries and Wages (including fringe benefits)	5%	\$3,193,000
Expenses and Equipment	5%	1,200,000
Graduate Student Stipends	15%	216,000
General Student Aid	10%	<u>485,000</u>
		<u>\$5,094,000</u>

After taking into consideration certain reductions in expenses, the net increase in the 1984-85 budget, over the current estimate for 1983-84, is \$7,491,000.

We estimate that \$944,000 in increased revenue will be available from sources other than tuition, leaving \$6,547,000 to be generated by increasing tuition rates. Based on our forecasts for enrollment in 1984-85, an increase of 10% in all tuition rates is recommended. Thus, proposed new tuition rates for full-time students would be:

	<u>1983-84</u>	<u>1984-85</u>
Undergraduates		
General	\$6,100	\$6,710
SEAS	6,700	7,370
Law		
1st and 2nd Year	8,100	8,910
3rd Year	7,200	7,920

We plan to publish, with appropriate precautions, planned increases in tuition rates for currently-enrolled students for the three years following 1984-85. This will give students greater assurance in planning the financing of their total educational programs.

Our objectives, besides the one just stated, are:

- 1) To maintain the University's general position and improve quality where possible;
- 2) To maintain tuition rates which are lower than comparable private universities, and,
- 3) To provide salaries which are competitive with those in the markets from which we recruit faculty and staff.

Assuming a stable enrollment and relatively stable economic conditions, we are recommending that tuition rates for currently-enrolled students (including those enrolled in 1984-85) will not be increased by more than 10% in each of the years, 1985-86, 1986-87 and 1987-88.

The budget for 1984-85, the spending increases which have been recommended and the proposed increases in tuition rates, are the Budget Committee's current recommendations. They, along with the projected increase in tuition rates through 1987-88, are subject to change as we move through the budget cycle. Final recommendations and budgets will be presented to the Board of Trustees on January 19, 1984.

W. D. Johnson
Associate Provost and Director of
Planning and Budgeting

Budget Proposals
(Excluding the Medical Center)
1984-85

EXPENSE ADDITIONS

Program Requirements

Operation and Maintenance -

Law Center	\$	360,000
Student Aid-Grants		500,000
Capital Projects		1,433,000
Reserve for Operations		<u>884,000</u>

\$ 3,177,000

Incremental Increases

Salaries and Wages	5%	3,193,000
Expenses and Equipment	5%	1,200,000
Graduate Stipends	15%	216,000
General Student Aid	10%	<u>485,000</u>

5,094,000

\$ 8,271,000

Total Expense Additions

Less: Expense Reductions

Medical Center Allocations	526,000
Miscellaneous	<u>254,000</u>

780,000

Net Expense Additions

\$ 7,491,000

REVENUE ADDITIONS

Instructional Television	120,000
Student Fees-Special	100,000
Indirect Cost Recovery	100,000
Auxiliary Enterprises	682,000
Other Income	<u>(58,000)</u>

\$ 944,000

Regular Tuition

10%
(increase in rate)

6,547,000\$ 7,491,000

THE GEORGE WASHINGTON UNIVERSITY

BUDGET SUMMARIES
 (Excluding the Medical Center)
 1983/84 - 1984/85

	1983/84		1984/85
	Approved Budget	Current Estimate	Proposed
ESTIMATED REVENUES			
Student Fees - Regular			
Columbian College	17,788,000	16,605,000	17,913,000
Education and Human Development	3,120,000	3,270,000	3,562,000
Engineering and Applied Science	9,933,000	9,480,000	10,299,000
Government and Business Administration	12,923,000	13,041,000	14,390,000
Graduate Arts and Sciences	3,120,000	2,950,000	3,213,000
Law Center	9,977,000	10,277,000	11,521,000
Public and International Affairs	2,837,000	2,570,000	2,791,000
University Students	2,955,000	3,430,000	3,735,000
Summer Sessions	6,235,000	6,235,000	6,859,000
	<u>68,888,000</u>	<u>67,858,000</u>	<u>74,283,000</u>
Off-Campus Programs			
Education and Human Development	555,000	555,000	550,000
Government and Business Administration	60,000	60,000	50,000
Graduate Arts and Sciences	415,000	585,000	605,000
Continuing Education	1,670,000	2,190,000	2,290,000
Engineering and Applied Science	1,505,000	1,340,000	1,350,000
Columbian College	220,000	220,000	225,000
Public and International Affairs	-0-	128,000	130,000
	<u>4,425,000</u>	<u>5,078,000</u>	<u>5,200,000</u>
Instructional Television	-0-	305,000	425,000
Student Fees - Special	6,400,000	6,012,000	6,112,000
Miscellaneous Fees	<u>1,100,000</u>	<u>1,100,000</u>	<u>1,100,000</u>
Total Student Fees	<u>80,813,000</u>	<u>80,353,000</u>	<u>87,120,000</u>
Grants and Contracts			
Program Funds	13,930,000	13,930,000	13,930,000
Indirect Cost Recovery	2,200,000	2,200,000	2,300,000
Gifts and Bequests	1,400,000	1,400,000	1,400,000
Investment Income			
Endowment Income	1,600,000	1,700,000	1,700,000
Temporary Investments	1,450,000	1,350,000	1,350,000
Investment Properties, Net	2,173,000	2,923,000	2,923,000

BUDGET SUMMARIES

	1983/84		1984/85
	Approved Budget	Current Estimate	Proposed
Auxiliary Enterprises			
Housing			
Residence Halls	6,313,000	6,313,000	6,568,000
Food Service	2,776,000	2,776,000	2,930,000
Miscellaneous	91,000	91,000	92,000
	<u>9,180,000</u>	<u>9,180,000</u>	<u>9,590,000</u>
Services			
Auditorium	190,000	190,000	195,000
Bookstore	4,774,000	4,774,000	4,847,000
Marvin Center	3,450,000	3,450,000	3,582,000
Parking	2,840,000	2,840,000	2,902,000
	<u>11,254,000</u>	<u>11,254,000</u>	<u>11,526,000</u>
Rental Property	<u>222,000</u>	<u>222,000</u>	<u>222,000</u>
Total Auxiliary Enterprises	<u>20,656,000</u>	<u>20,656,000</u>	<u>21,338,000</u>
Other Income	<u>1,872,000</u>	<u>2,120,000</u>	<u>2,062,000</u>
TOTAL ESTIMATED REVENUES	<u>126,094,000</u>	<u>126,632,000</u>	<u>134,123,000</u>

BUDGET SUMMARIES

	1983/84		1984/85
	Approved Budget	Current Estimate	Proposed
ESTIMATED OPERATING EXPENSES			
Administration and General			
General Administration	11,621,336	11,222,777	11,803,127
General Expense	4,417,359	4,483,705	4,573,087
Allocated to Medical Center	(4,555,571)	(4,599,464)	(5,009,000)
	<u>11,483,124</u>	<u>11,107,018</u>	<u>11,367,214</u>
Student Services	3,316,528	3,425,395	3,585,764
Allocated to Medical Center	(133,000)	(133,000)	(145,000)
	<u>3,183,528</u>	<u>3,292,395</u>	<u>3,440,764</u>
Instruction - Regular			
Columbian College	13,037,353	13,431,225	13,968,404
Education and Human Development	3,057,025	3,076,277	3,208,506
Engineering and Applied Science	5,484,038	5,561,279	5,888,242
Government and Business Administration	7,386,203	7,232,041	7,571,544
Graduate Arts and Sciences	2,400,164	2,373,275	2,512,349
Law Center	5,659,828	5,604,454	5,881,044
Public and International Affairs	1,036,505	1,196,911	1,254,691
University Students and Summer Sessions	1,142,278	558,773	590,095
Experimental Programs	476,232	469,396	489,864
University Professors	267,785	270,415	283,991
Computer Center	800,000	800,000	800,000
Miscellaneous Reserves	139,640	149,745	290,295
	<u>40,887,051</u>	<u>40,723,791</u>	<u>42,739,025</u>
Off-Campus Programs			
Education and Human Development	237,774	224,529	227,271
Graduate Arts and Sciences	271,362	356,700	365,918
Continuing Education	3,042,037	2,897,668	3,119,764
Engineering and Applied Science	574,816	575,387	593,097
Columbian College	131,500	131,500	133,158
Public and International Affairs	-0-	53,190	53,685
	<u>4,257,489</u>	<u>4,238,974</u>	<u>4,492,893</u>
Center for Telecommunications Studies	295,727	288,010	301,417
Instructional Television	414,014	1,034,212	938,684
Instruction - Special	5,940,191	6,000,000	6,100,000
Total Instruction	<u>51,794,472</u>	<u>52,284,987</u>	<u>54,572,019</u>
Sponsored Programs	12,500,000	12,500,000	12,500,000
Gelman Library	3,755,337	3,636,904	3,809,635

BUDGET SUMMARIES

	1983/84		1984/85
	Approved Budget	Current Estimate	Proposed
Student Aid			
Administration	425,336	439,681	460,896
General Scholarships	4,138,602	4,490,954	5,440,050
Grants-in-Aid	899,230	899,230	983,247
Endowed Scholarships and Prizes	118,000	118,000	118,000
Sponsored Scholarships and Grants	700,000	700,000	700,000
Allocated to Medical Center	(24,000)	(24,000)	(26,000)
	<u>6,257,168</u>	<u>6,623,865</u>	<u>7,676,193</u>
Maintenance and Operation of Plant			
Operations	10,418,535	10,383,482	11,011,871
Security	1,133,504	1,135,647	1,192,432
Allocated to Medical Center	(805,000)	(805,000)	(880,000)
	<u>10,747,039</u>	<u>10,714,129</u>	<u>11,324,303</u>
Auxiliary Enterprises			
Housing			
Residence Halls	6,224,933	6,232,593	6,487,527
Food Service	2,644,000	2,643,790	2,775,980
	<u>8,868,933</u>	<u>8,876,383</u>	<u>9,263,507</u>
Services			
Auditorium	205,120	187,057	194,556
Bookstore	4,760,603	4,733,794	4,807,134
General Food Service	358,817	358,293	376,208
Marvin Center	3,400,000	3,450,059	3,581,413
Parking	2,305,000	2,248,263	2,301,818
Duplicating, Net	-0-	(5,528)	-0-
	<u>11,029,540</u>	<u>10,971,938</u>	<u>11,261,129</u>
Rental Property	<u>324,170</u>	<u>327,970</u>	<u>327,970</u>
Total Auxiliary Enterprises	<u>20,222,643</u>	<u>20,176,291</u>	<u>20,852,606</u>
Other			
Athletics - General	-0-	40,855	42,020
Men	602,102	628,233	659,261
Women	384,992	379,366	398,373
Smith Center	318,000	339,283	351,656
Dance Productions	41,801	34,337	36,054
Dramatic Activities	66,078	64,447	67,975
Publications	118,721	241,401	124,362
GWUSA	217,388	202,229	212,040
Other	180,607	178,740	187,520
Allocated to Medical Center	(37,000)	(37,000)	(40,000)
	<u>1,892,689</u>	<u>2,071,891</u>	<u>2,039,266</u>
TOTAL ESTIMATED OPERATING EXPENSES	<u>121,836,000</u>	<u>122,407,480</u>	<u>127,582,000</u>

BUDGET SUMMARIES

	1983/84		1984/85
	Approved Budget	Current Estimate	Proposed
ESTIMATED CAPITAL EXPENSES			
General			
General Equipment	100,000	125,000	125,000
Real Estate	-0-	-0-	-0-
Debt Retirement	825,000	825,000	825,000
Structural Modification - Handicapped	25,000	25,000	25,000
Sinking Fund	-0-	75,000	75,000
	<u>950,000</u>	<u>1,050,000</u>	<u>1,050,000</u>
Capital Projects, Net			
Law Building Fund	1,133,000	1,133,000	1,766,000
Other	<u>800,000</u>	<u>800,000</u>	<u>1,600,000</u>
	<u>1,933,000</u>	<u>1,933,000</u>	<u>3,366,000</u>
TOTAL ESTIMATED CAPITAL EXPENSES	<u>2,883,000</u>	<u>2,983,000</u>	<u>4,416,000</u>
TOTAL ESTIMATED EXPENSES	124,719,000	125,390,480	131,998,000
ESTIMATED TRANSFERS			
Restricted Funds	625,000	625,000	625,000
Reserve for Operations	<u>750,000</u>	<u>616,520</u>	<u>1,500,000</u>
TOTAL ESTIMATED EXPENSES AND TRANSFERS	<u>126,094,000</u>	<u>126,632,000</u>	<u>134,123,000</u>

COMPARATIVE TUITION RATES

	Approved 1983-84	Proposed 1984-85
<u>Undergraduate</u>		
Northwestern University	\$8,978	
Cornell University	8,900	
Columbia University	8,820	
Boston University	8,300	
University of Pennsylvania	8,125	
Washington University (St. Louis)	7,900	
University of Southern California	7,770	
Georgetown University	7,650	
University of Rochester	7,560	
Carnegie Mellon Institute	7,500	
Tulane University	7,350	
New York University	7,200	
American University	7,000	
Case Western Reserve University	7,000	
Vanderbilt University	6,800	
Duke University	6,780	
Syracuse University	6,700	
University of Miami	6,350	
Catholic University	6,250	
The George Washington University	<u>6,100</u>	<u>\$6,710</u>
Trinity College	5,900	
Fordham University	5,500	
Temple University	4,936	
University of Maryland (non-resident)	3,727	

COMPARATIVE TUITION RATES

	Approved 1983-84	Proposed 1984-85
<u>Engineering</u>		
Northwestern University	\$8,978	
Cornell University	8,900	
Columbia University	8,820	
Boston University	8,300	
University of Pennsylvania	8,125	
University of Southern California	7,770	
Washington University (St. Louis)	7,700	
University of Rochester	7,560	
Carnegie Mellon Institute	7,500	
Tulane University	7,350	
Duke University	7,200	
New York University	7,200	
Case Western Reserve University	7,000	
Vanderbilt University	6,800	
Syracuse University	6,700	
The George Washington University	<u>6,700</u>	<u>\$7,370</u>
Catholic University	6,350	
University of Miami	6,350	
Fordham University	5,500	
Temple University	4,936	
University of Maryland (non-resident)	3,727	

COMPARATIVE TUITION RATES

	Approved 1983-84	Proposed 1984-85
<u>Law</u>		
Columbia University	\$9,750	
Northwestern University	9,560	
New York University	9,300	
Cornell University	9,270	
University of Pennsylvania	9,000	
Boston University	8,300	
Georgetown University	8,250	
The George Washington University		
1983-4, 1984-5 New Students	<u>8,100</u>	<u>\$8,910</u>
Others	<u>7,200</u>	<u>7,920</u>
Washington University (St. Louis)	7,900	
Vanderbilt University	7,800	
Syracuse University	7,400	
American University	7,240	
Case Western Reserve University	7,000	
Fordham University	6,900	
Catholic University	6,700	
Temple University	6,552	

THE GEORGE WASHINGTON UNIVERSITY
INTERDEPARTMENTAL MEMORANDUM

TO: Faculty Senate

FROM: Professor A. Friedman, Chairman, EE&CS *adof*
Professor R. Pickholtz, Former Chairman, EE&CS *(R)*
Professor W. Kahn, Former Chairman, EE&CS *W.K.K.*

On behalf of the Department of EE&CS we wish to comment on the proposed Non-tenure Accruing Faculty policy to be considered at the meeting of the Faculty Senate on October 14, 1983. As a Department of 30 full-time faculty, 11 of whom are now designated as non-tenure accruing, we have probably been more affected by the current University policy than any other one department. Furthermore, as a Department that must continue to grow in subject areas that are intensely competitive in terms of attracting high-quality faculty, we are also likely to be greatly affected by future policy in this matter.

The current Department Chairman responded at length to the questionnaire distributed by the Faculty Senate Committee, detailing the negative impact of the current policy on the Department of EE&CS. Nevertheless, the Committee concluded that "this is far less an issue than was identified at the time the Committee was established".

Evidently, the disproportionate impact of present policy on certain departments, who must now make additions to their faculty in current growth areas or alternatively accept a decline in the stature of this University as a whole, was not addressed. This defect in the Committee's proposals should be remedied to give real force to the statement that, "Appointments to the faculty will normally be in tenure tracks". The record of appointments within this Department makes clear that even the present policy lacks this necessary force.

The Committee was "struck that there is not much of a pattern beyond the GWU on this matter". The reason for this lack is clear: virtually no major university has felt it necessary to impose such severe limitations on tenure. The question the Committee should answer is, "Why it is necessary for GWU to differ in this respect from virtually all other major universities, both public and private?"

The Committee's proposed policy represents a step backwards even from the current Draconian position of the University. It would only pay lip service to, but as a fact eliminate, the concept of tenure accruing positions for all new faculty; it would place no limits on minimum numbers or percentages of tenured slots; it would place the University

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Memorandum to Faculty Senate

in non-compliance with AAUP guidelines, and it would place growing programs at an even greater competitive disadvantage.

We respectfully urge that this proposal not be accepted, and that the Committee be directed to examine the University's situation financial and otherwise, vis a vis our numerous sister universities who have been able to avoid restricting tenure to the great extent that it has been restricted at GWU, and that corresponding new proposals be formulated.

cc: Dean Liebowitz
Professor A.C. Meltzer

THE GEORGE WASHINGTON UNIVERSITY
Washington, D. C.
20052

The Faculty Senate

October 3, 1983

The Faculty Senate will meet on Friday, October 14, 1983, at 2:10 p.m. in Lisner Hall 603.

AGENDA

1. Call to order
2. Minutes of the regular meeting of September 16, 1983
3. Resolutions:
 - (a) A RESOLUTION TO DISCONTINUE THE SENATE STANDING COMMITTEE ON ADMISSIONS AND ADVANCED STANDING AND TO RENAME THE COMMITTEE ON EDUCATIONAL POLICY (83/2); Executive Committee of the Faculty Senate (resolution attached)
4. Introduction of Resolutions
5. Report by Associate Provost William D. Johnson on enrollment figures and budgetary implications
6. General Business:
 - (a) Initial consideration of Report of the Special Committee on Non-Tenure Accruing Faculty Members (report attached)
 - (b) Report of the Executive Committee: Professor John A. Morgan, Jr., Chairman
 - (c) Interim Reports of Senate Standing Committees
7. Brief Statements
8. Adjournment



Theodore H. Grimm, Jr.
Secretary

A RESOLUTION TO DISCONTINUE THE SENATE STANDING COMMITTEE ON ADMISSIONS AND
ADVANCED STANDING AND TO RENAME THE COMMITTEE ON EDUCATIONAL POLICY (83/2)

WHEREAS, admissions policy and educational policy are closely related; and

WHEREAS, the Standing Committee on Admissions and Advanced Standing has
been largely inactive during recent years; therefore

BE IT RESOLVED BY THE FACULTY SENATE OF THE GEORGE WASHINGTON UNIVERSITY

- (1) That the Faculty Senate Standing Committee on Admissions and
Advanced Standing be discontinued; and
- (2) That the Faculty Organization Plan, Section 10. Standing Committees,
of the Bylaws of the Faculty Senate be amended to delete the
name of this Committee from those listed in this Section and
to rename the Committee on Educational Policy the Committee on
Educational and Admissions Policy.

Executive Committee of the Faculty Senate
September 30, 1983

THE GEORGE WASHINGTON UNIVERSITY
INTERDEPARTMENTAL MEMORANDUM

TO: Executive Committee, Faculty Senate

FROM: The Special Committee on Non-Tenure Accruing Faculty Members

Professor Michael M. Harmon, Public Administration Department
Professor Richard A. Kenney, Medical School
Professor Arnold C. Meltzer, School of Engineering
Professor Robert E. Park, National Law Center
Professor Bernard Reich, Political Science Department, Chairman
Provost Harold F. Bright, ex officio

DATE: April 18, 1983

Attached is the Committee's Report. We believe that this matter should be held for consideration by the Senate at the beginning of the Fall 1983 semester.

The Special Committee on Non-Tenure-Accruing Faculty Members has carefully investigated the several areas of its responsibility and charge and is pleased to provide the following report.

The rationale for non-tenure-accruing appointments at the University is provided in the following communication to the committee from the Provost and Vice President for Academic Affairs (a member of the Committee).

The rationale for the establishment of non-tenure track positions in this University is rather simple. Some months prior to July 20, 1979, it was decided by the University Administration that the proportion of tenured versus non-tenured faculty was increasing beyond safe limits. It was further concluded that under the current system governing non-concurrences, because no dean had ever won a case, deans had ceased to non-concur. As a result, in many departments tenure was being awarded almost automatically. Of various courses of action which might have been applied, it was decided that the establishment of non-tenure track positions offered the least damage to all concerned. On July 20, 1979, the Board of Trustees established as a part of the Faculty Code the conditions governing this category of appointments.

In an effort to ascertain the exact nature of the problems presently encountered by and which may be encountered by non-tenure-accruing faculty at the University the committee took the step of seeking to elicit precise information and data from the individuals directly and indirectly involved in this matter.

We asked that announcements be made at meetings of the Faculty Assembly and of the Senate to ask that faculty and others come forward. We constructed and distributed a questionnaire designed to elicit the views and comments of the non-tenure-accruing faculty. We designed and distributed a questionnaire to elicit the views of Department Chairmen. We asked that all interested members of the faculty meet with us. We asked that the Deans meet with us if they wished to do so. We believe that we have accumulated a substantial body

of concrete and specific information concerning this issue. We carefully tabulated the results of the questionnaires and sought to identify the specific issues of concern to the faculty from the diverse sources mentioned.

We believe that there is no overwhelming concern among the faculty members directly involved nor have we heard strong views from others on this matter. We believe that the response rate to our requests for meetings (only two members of the faculty sought to meet with the committee) and to our questionnaires (only one-third of the questionnaires were returned) in themselves indicate that this is far less an issue than was identified at the time the committee was established.

Nevertheless, we believe that there are a number of specific areas in issue and that some remedies or alternative procedures are required to address them. We have reviewed various materials and studies concerning this issue and how others have dealt with it. We were struck that there is not much of a pattern beyond the George Washington University on this matter and that the experiences of others suggest no ready-made remedy for our particular situation. We have sought to benefit from their experiences and to incorporate those ideas that appear to be applicable.

Thus, we propose the following approaches for your consideration. We believe that these meet the various concerns of the faculty involved and attempt to structure a clear policy concerning the non-tenure track faculty.

The main body of our proposal is as follows:

1. A committee of the administration consisting of the Vice President for Academic Affairs, the Director of Planning and Budgeting, the Deans of the Schools and Colleges, and the Chairman of the Executive Committee of the Senate, will meet each year and determine the number of tenure slots to be made available to each school or college of the University for the next year.

2. Appointments to the faculty will normally be in tenure tracks. Non-tenure track appointments may be made by explicit written contract between the faculty member and the University, as approved by the cognizant dean and the Academic Vice-President.

3. There will be three categories of regular full-time faculty: tenured, tenure-eligible and tenure track, except as specified for the Medical and Law faculties, and as provided in paragraph 2.

4. All initial tenure track appointments will be on a term contract basis of not more than three years.

5. Each person in a tenure track will be reviewed for tenure eligibility and be notified of the decision not later than June 30 of the sixth year of service. Up to three years of prior service may be included in this period. A faculty member who fails to achieve tenure eligible status may not be reappointed.

6. When a tenure slot becomes available in a Department or appropriate administrative unit one of the tenure eligible faculty of that Department or appropriate administrative unit may be appointed to that position upon recommendation of the tenured faculty of equal or higher rank of the Department or appropriate administrative unit.

7. A person may remain in the tenure eligible category for an unlimited number of five-year contracts the renewal of which will occur by June 30 of the third year of the current five year contract. Non notification will result in a one year extension of the current contract.

8. Tenure eligible faculty will be eligible for sabbatical leaves, to serve in the University Senate, and to serve on personnel committees with regard to hiring and promotion of tenure track or tenure eligible faculty to equal or lower ranks.

The following would apply within the School of Medicine and Health Sciences:

1. Within the School of Medicine and Health Sciences faculty may be appointed to regular active status in the "tenure" track or in a non-tenure track. The status of appointment will be specified in the original letter of appointment.
2. Appointments in the non-tenure track shall be by term contract for a period not to exceed three years.
3. Such appointments shall be renewable for an unlimited number of terms as provided in IV 4.2 of the Faculty Code (page 8).
4. The termination of appointments in the non-tenure track shall be governed by the provisions of V B, 1, 2, 3 of the Faculty Code (pp. 9, 10).
5. Faculty holding non-tenure track regular appointments shall enjoy the privileges and responsibilities of tenure-track regular faculty subject to such limitations as may be imposed by the organization plan of the faculty of the school and/or department.

The following would apply to current non-tenure-accruing faculty:
Current non-tenure accruing faculty may elect to seek review for tenure-eligible status no later than six years from the point at which this proposal takes effect.